

 **IOWA**  
Department of  
Natural Resources

Environmental Management Systems Pilot Program

## Senior Management Involvement



 G R E S H A M  
S M I T H   A N D  
P A R T N E R S

**The Number One Reason Cited  
by Organizations for an EMS  
“Failing” is Lack of Management  
Support**

## Why Management Support is Critical

- ◉ Generally the Signatory to the Environmental Policy
- ◉ Identification of Significant Impacts
  - Identify Significant Impacts According to "Management Priorities"
    - Regulated
    - Community Concerns
    - Cost
- ◉ **Objectives and Targets, Action Plans, and Resources**
  - Requires Staff Time, Financial Support, Equipment, etc.



## Why Management Support is Critical

- ◉ Training
  - Allow Staff to Attend and Participate in Training Classes
- ◉ Documentation
  - Signatory to EMS Procedures
- ◉ Assessment
  - Participate in Process
- ◉ Reevaluation and Modification
  - Make Changes to the EMS Including Objectives and Targets, Action Plans, and Key Resources



## As Part of the EMS You Will Be Asking Staff to Commit Resources

### Who is “Senior Management”

- Organization Dependent
  - Elected Officials
  - City Manager/Executive Director
  - Facility Manager
  - Environmental Manager
- Who Has the Authority to Commit Staff to Training, Allocate Funding for Objectives and Targets, and **Receive and Address** Complaints About the EMS





## What is Management “Support”

- ◉ Be Visible and Positive about the EMS
  - Encourage the Team
  - Ask About Progress
- ◉ “Walk the Talk” by Words and Actions
  - Use the Recycle Bin
  - Discuss Environmental Issues in Speeches and Staff Meetings
- ◉ Provide Resources (Staff and Funding)
  - Important for Objectives and Targets
- ◉ Share Performance Results with the Workforce
  - Use Metrics in Emails, Briefings, and Speeches



## What is Management “Support”

- ◉ Open Door Policy to Discuss Hurdles
  - Ability to Discuss EMS Hurdles and Facilitate Solutions
- ◉ Reach Out to External Entities to Address Issues and Provide Potential Solutions
  - Objectives and Targets/Action Plans Relying on Performance From Others
- ◉ Be the Carrot and the Stick
  - Environmental Awards
  - Disciplinary Action/Contract Termination
- ◉ Provide Direction and Leadership
  - Assist with Objective and Target Discussions



## How to Start with Senior Management

- ⦿ Suggestions for Engaging Senior Management, But Dependent on Organization, Structure, Size and Scope
  - Provide Introduction to EMS and Associated Benefits
  - Environmental Policy Can Be the “Door Opener”
  - Three Good News Bullets a Month
  - Invitation to Attend EMS Core Team Meetings
    - Or Place Senior Management on EMS Core Team and Ask for Attend, When Required
  - Craft Messages for Senior Management



## How To Start with Senior Management

- ⦿ Scheduled Quarterly Briefings
- ⦿ Updates in Staff Meetings
- ⦿ Video Messaging to Staff

***Think About Other Successful Programs  
with Management Involvement and  
Draw From Those Experiences***





## Best Practices

- ◉ Identify and Engage Senior Management for the Fenceline
  - May be Needed at Multiple Levels for Larger Organizations
- ◉ Educate, Educate, Educate
  - Get the Manager Comfortable with EMS and the Message
- ◉ Make it Easy...Craft Messages
- ◉ Report Metrics Frequently that Show Improvement
- ◉ Make it Fit the Personality of the Manager – Otherwise It Seems Fake



## Consider Two Facilities

- ◉ Management Message No. 1 –
 

*“We have to do this EMS thing. I’m not sure what it is but we have to do it. Participate if you can, but if it is a problem let me know. We all have full time jobs already and I don’t want this to get in the way.”*



## Consider Two Facilities

- Management Message No. 2 –

*“Whoo Hooo! We have a new initiative and it is called an EMS. I’m still learning, but it is about improving our environmental footprint. If you have questions, let me know or talk to Sue. Please participate so we can have the best EMS in Iowa!”*



### MEMORANDUM

March 15, 2001

TO: All Public Works Employees

FROM: Rene Cardinaux, Director of Public Works

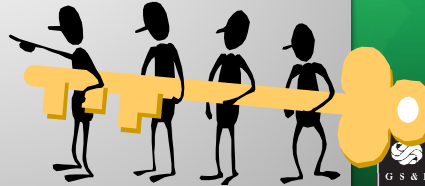
SUBJECT: ENVIRONMENTAL POLICY

The Solid Waste Management Division has undertaken the development of an Environmental Management System based upon the ISO 14000 standard. Through that process they have developed an Environmental Policy. This policy is designed to guide the activities of their division with regard to environmental stewardship and was adopted by the division upon review and endorsement by many City staff and the Solid Waste Commission.



## Example Training Slide for Management

- ⦿ This Difficult “Change” Can be Minimized by Management’s Attitude Towards the Process
- ⦿ Management Must be
  - The Cheerleader
  - Engage Staff on Environmental Issues
  - Ask Questions
- ⦿ Commitment is Demonstrated Not Only in Written Form, But In Actions as Well.



Questions?